



# MIAMI BEACH

OFFICE OF THE CITY MANAGER

## MEMORANDUM

TO: Matti Herrera Bower, Mayor

FROM: Jorge M. Gonzalez, City Manager

DATE: September 19, 2008

SUBJECT: Performance Evaluation for August 2007 – August 2008

As of August 21, 2008, I am proud and privileged to have completed my eighth year serving as City Manager of the City of Miami Beach. I want to take this opportunity to share with you and your fellow members of the Commission some of the key areas of focus of my Administration, as well as highlights of our achievements over the past year. Generally, these initiatives and results cover the time period of August 2007 through today, and they reflect how we, collectively, continue to build on the efforts I have focused on since becoming your City Manager eight years ago.

Pursuant to our employment agreement, *"The City shall review and evaluate the performance of the City Manager at least once annually. Further, the Mayor shall provide the City Manager with a summary written statement of the findings of the City Commission and provide an adequate opportunity for the City Manager to discuss his evaluation with the City Commission."* As I have done in previous years, I am attaching a form developed by the International City / County Management Association (ICMA) which you may want to use to solicit input and feedback from the City Commissioners. As a reminder, this information is subject to the Sunshine Law.

From my first day as your City Manager, my main priority has been working with you and the City Commission to make certain that our City government is regarded and recognized as a high performing, quality organization that works diligently and efficiently to address the needs and priorities of our community.

Through our commitment to our strategic planning process, together we have reinforced our City's mission, vision and strategic priorities, which have resulted in real, measurable improvements, as well as continued, judicious decision-making based on the principles of fiscal prudence and the most efficient and effective use of resources.

I believe that today our City and this organization are poised to deal with the variety of challenges we face as a community, and we are also well positioned to capitalize on any opportunities which may present a benefit to our residents, businesses and visitors alike. Again, this year's budget process for Fiscal Year 2008/09 was

challenging and demanding as we worked together to balance a budget that continues to provide the services expected by our community, as well as continuing to adjust to state mandated property tax relief. I am pleased to say that the City of Miami Beach was well-positioned to deal with these challenges, as well as the challenges posed by a lagging state and national economy, without major visible service reductions to our residents.

Our community is also positive about the performance of their government, with 83% of respondents to our 2007 Community Survey rating Miami Beach is an excellent or good place to live, and 76% of respondents stating that they would definitely or probably recommend Miami Beach to friends and family as a place to live.

### **Summary August 2007 – August 2008**

#### **Strategic Planning**

Following our 2005 Community Satisfaction Survey, the Administration and the City Commission embarked on formalizing specific strategic priorities and adopting the City's first strategic plan. The first community survey in 2005 created a baseline to track the City's progress over time as certain areas needed improvement. In 2007, the City conducted its second Community Satisfaction Survey. Using the results from both community surveys, as well as other feedback received from the community, the Commission and the Administration have used this information as a means to gain insight to community perceptions on how we are doing, and where we should place greater focus and resources.

As part of our Commission Retreat process, together we review data from the community surveys, our environmental scans (which include data on demographics), socio-economic information, service workload and performance data, as well as feedback received by you and your colleagues from your interactions with your constituents. It is through this comprehensive process that we determine the areas of focus for the coming year. Our priorities, referred to as Key Intended Outcomes (KIOs), continue to serve as our primary areas of focus and guide our plan of work.

During this year's Commission Retreat in May, the strategic plan was refined to include several new KIOs that reflect new areas of focus, such as to "improve the lives of elderly residents in the City", "enhance learning opportunities for youth", and "ensure the environmental sustainability of the community."

Overall, these KIO's are intended to help us achieve our vision for the City:

- cleaner and safer;
- more beautiful and vibrant, mature, stable residential community, urban and historic environment;
- a cultural, entertainment and tourism capital;
- an international center for innovation in culture, recreation and business;
- with well improved infrastructure.

The 2007 survey of residents and businesses, as well as the subsequent focus groups in North Beach held in 2008, reflect increasing community satisfaction with City services, particularly business satisfaction which, at least in part, can be attributed to many of the recent service level enhancements. In order to address continuing areas of concern, initiatives and their respective action plans are developed with the goal of improving our service delivery, and in turn, improving community satisfaction.

One example is the development of the Public Area Cleanliness and Assessment Program, which creates an objective measurement tool to quantify cleanliness throughout our City. This initiative resulted from the 2005 strategic planning process that identified cleanliness as a priority for the City. Between Fiscal Year 2005/06 and Fiscal Year 2006/07, the City's cleanliness scores have improved by 15 percent overall. While these improvement scores have been generally sustained for FY 2007/08, additional improvements have been achieved in Park cleanliness and in the cleanliness of our beaches.

As you know, the work of the City in the area of cleanliness was recognized by outside agencies and organizations as an example of quality management as well as for its positive impact in our community. In 2007, the Public Area Cleanliness Program, exemplified by our "Clean Team," became the Governor's Florida Sterling Council 2007 Quality Team Showcase State Champion. This award specifically recognizes teams that demonstrate the principles and techniques of improving quality through employee participation. In addition, our City's Public Area Cleanliness Program was recognized as the project that imparted the greatest community impact.

As the 2007 Sterling Quality Team Showcase winner, our team represented the state of Florida in the American Society for Quality's International Team Showcase at their World Conference on Quality and Improvement, which took place in Houston, Texas on May 5-7, 2008. With thirty-one (31) teams selected to compete, the City's "Clean Team" was only one of twenty-six (26) teams that actually competed, and was the only public sector organization amongst giants of manufacturing and the private sector, such as Boeing, Healthways, and Bayer MaterialScience LLC. I am proud that in our first experience competing at the state and international level on quality management, the scoring report showed that our City was merely 0.6 points behind the bronze winning team, and was only one of ten teams to score above 100 points.

Of even more significance, for a first year participant in a highly technical competition, the City of Miami Beach was able to show that quality of life issues can be just as complex, if not more difficult, to address and tackle as those of private industry. Even more meaningful in light of our efforts to foster team work and a "One Team One City" philosophy, the Clean Team was awarded the Attendee Choice Award for Team Spirit, an award defined by exuberant demonstration of zest, tempo and camaraderie.

The value and effectiveness of our strategic planning process was also recognized in December 2007 by the American Planning Association (APA) Gold Coast Section, as they selected our City's Strategic Planning Process to receive the Award for Excellence for an Outstanding Strategic Planning Project or Study.

Targeted Initiative: Youth and Seniors

As a parent, resident and as City Manager, I am extremely proud of our City's Education Compact, as it is the first of its kind in the entire county. The negotiated compact provides for measurable milestones tied to our city's strategic priorities, and reflects a true partnership with Miami Dade County Public Schools (MDCPS), as the City committed over \$200,000 to realize the goals of this compact. I firmly believe this is a major enhancement for the children of our community.

Pursuant to your direction at the 2006 Commission Retreat, I worked with the MDCPS to develop a meaningful Education Compact that will enhance Miami Beach schools with higher level of educational opportunities for all our children.

On January 16, 2008, the City Commission authorized me to execute an Education Compact with Miami-Dade County Public Schools. The areas of focus in our compact include: teacher recruitment and retention, enhanced communication of educational and community events, family involvement and support as well as engaged youth and community, increased health and well-being of students, enhanced student achievement, improved safety and perceptions of safety in our schools, and improved access to technology.

As part of the compact, the City and District committed to collaborate to implement an International Baccalaureate (IB) program within the Miami Beach feeder pattern. Program implementation was agreed to as follows: Miami Beach Senior High School, Nautilus Middle School, and Fienberg-Fisher 6-8 immediately, with implementation at the elementary schools within two (2) years.

Both Nautilus Middle School and Fienberg Fisher K-8 Center have been granted candidate status to implement the IB Middle Years Program (MYP) effective July 2008. Now that these schools have successfully completed the MYP Application Form Part A for candidate status and been granted candidate status, a series of steps must be taken during the one-year trial implementation period.

Miami Beach Senior High School has requested a consultant to assist the school with preparing its application for the Diploma Program (DP) due October 1, 2008. All consultants are specially trained teachers or administrators who have experience with the Diploma Program and the application process. Upon receipt of the formal application for authorization to teach the DP, the International Baccalaureate Office (IBO) will arrange for an on-site visit. The purpose of the visit is to evaluate and prepare an internal report on the school's capability to deliver the program in accordance with the IB's requirements. To date, 12 teachers/administrators at Miami Beach Senior High School have attended training and a coordinator has been selected. The anticipated authorization date is August 2010.

Approximately two years ago, the City learned that Miami-Dade County Public Schools (MDCPS) had plans to make certain improvements on Prairie Avenue and on Dade Boulevard, both utilizing City property and City right-of-way (ROW) without the previous approval of the City. The City asked MDCPS to cease construction activities

until such time as the various issues could be reviewed and agreed upon between the City and MDCPS.

My Administration has worked with MDCPS on other issues this year as well. As part of the construction program and as part of their use of the public ROW as a student drop off area, MDCPS designed a storm water system to collect run off along Prairie Ave. The City rejected the storm water system design for functional purposes. For several months City staff worked with MDCPS to provide a functional drainage design as well as mitigate the severe flooding problems created by the School's construction. MDCPS maintained that they were not responsible for such flooding problems, therefore the City, in the interest of protecting the residents, decided to assume the design responsibility for a functional and sustainable drainage system. The City's estimate for the design and construction of the stormwater system was approximately \$2,000,000, which included the design and construction of a stormwater collection system and an injection well.

The Finance and Citywide Projects Committee and Land Use and Development Committee during a special joint meeting held on January 3, 2008 approved for the City to finish design as well as appropriate the necessary funds to complete the work before the beginning of the current school year. In addition the committee agreed to pass a resolution to initiate the dispute resolution process between the City and MDCPS, but at the same time, seek to informally reach an agreement which would satisfy both parties. As a City, we determined that the correct course of action was to take immediate action to make the necessary improvements for our residents.

Currently, the roadway has been re-graded to allow for optimum drainage, and the new drainage collection system has been installed, including the drainage wells. The contractor is awaiting the delivery of the pumping equipment which is scheduled to arrive by no later than October 1st. It is anticipated that the pumping system will be fully functional by the end of October.

The importance of providing services to our community's youth and seniors continues to be an important issue for this organization. This was made particularly evident this year, as specific KIOs have been added to our City's strategic plan to focus on our elderly population as well as our youth. This year, the City hosted the first ever Senior's Night Out, a free senior dance, on June 21, 2008 at the 21<sup>st</sup> Street Recreation Center. We have also continued our Senior Transportation Service, making it possible for our seniors to enjoy recreational outings such as trips to local theaters and other cultural events, visits to parks and museums or movies. The intent of these services is to encourage healthy, active lifestyles for seniors that will improve their quality of life. Included in the management agreement for the Miami Beach Convention Center with Global Spectrum is a requirement to host 3 additional free senior events throughout the year. In addition, as part of this budget, we approved a 25% reduction in membership and golf rates for seniors at the Normandy Golf course.

This year, the Children's Trust approved grant contract renewals to continue funding for two key City programs: the Out of School (OOS) Program, which funds the City's after school and summer programs, and the Promotion and Prevention grant which

funds the City's Youth Empowerment Network, formerly the Truancy Prevention Program. The contract renewal for the Out of School Program is in the amount of approximately half a million dollars to continue enhancements implemented in the Parks and Recreation Department's After School and Summer Program.

In combination with City funding, this grant allows us to fund 325 participants between the ages of 5-13 years of age from low-moderate income households, in addition to 4,559 for youth participating in recreation programs funded by the City. Funds are used to fund scholarships, social skills development, transportation, after school snacks, uniforms, field trips and supplies. These funding supplements over \$1 million in City funds already dedicated to this program.

The City's Youth Empowerment Network, which is administered by the Office of Community Services, was awarded approximately \$225,000 by The Children's Trust. This program serves fifty (50) children in our community who are at-risk for academic failure and truancy, and provides after school tutoring during the school week.

In addition, the City's Service Partnership program, Success University, receives approximately half a million dollars of funding from The Children's Trust to provide 240 students and their families with the tools to pursue economic and personal success. This program is our community's first integrated, outcome-based programming involving 11 community-based providers.

The Parks and Recreation Department developed Surf Camp for Children with Autism Spectrum Disorders, along with community partners, and for a second year completed another week during Summer Camp 2008. The camp was a huge success garnering media attention, including being highlighted on the Herald's front page and also featured on "Despierta America" Univision, a Spanish television station.

### *Fiscal Management*

This year, we once again were faced with the challenge of balancing a budget with state-mandated reduced revenues, while at the same time attempting to address community priorities. As such, once again, each City department was tasked with reviewing their operations for potential efficiencies, reorganizations to reduce cost, etc. without impacting services, and from a second perspective, which was to again perform a modified zero-based analysis of each department budget, identifying potential service reduction alternatives versus core functions.

The development of the Fiscal Year 2008/09 budget has had to address the combination of the impact of Amendment 1 passed by the voters on January 29, 2008, the downturn in the real estate market, and the legislated limitation in property tax revenue growth to 4.15 percent based on statewide income growth for the current year – all on top of over \$27 million and 93 positions in reductions which we made last year in response to a state-mandated reduction in the City's millage – an almost perfect storm, financially speaking.

That said, the adopted General Fund Fiscal Year 2008/09 Operating Budget reduces the City's total combined millage rate to 5.8930, a reduction of 0.1 percent, and is

approximately 2.8 mills lower than it was in FY 1999/00. The City of Miami Beach combined millage remains lower than most municipalities in Miami-Dade County. Overall \$11.1 million in reductions are incorporated into the Proposed Work Plan and Budget, totaling more than \$31 million in reductions over the last 2 years. Despite these reductions, the budget continues to reflect our focus on providing "value of services for tax dollars paid" by continuing to provide services to the community free of charge or at significantly reduced fees, including free culture and movies in the parks, free access to pools and youth centers, reduced fee recreation programming, etc.

### Legislative Advocacy

As City Manager, I am responsible for representing the city's interests in on-going County, State and Federal issues. These complex issues take months and sometimes even years to discuss and resolve, and involve hours of staff time and research to ensure that a professional recommendation, reflective of the community's best interest, is developed for the City Commission's consideration.

The past year was a busy one legislatively, at the Federal, State and County level. In December 2007, after significant efforts by the City, the city's lobbyists, and Congresswomen Ileana Ros-Lehtinen and Debbie Wasserman Schultz, the Assistant Secretary of the Army informed us that he had approved the use of sand from all sources, foreign and domestic, for the Miami-Dade County Beach Erosion Control Project, and that the restrictive requirements of the 1999 appropriations language had been satisfied. Additionally, due to the City's continued expression of immediate needs, the Secretary ordered the immediate release of 500,000 cubic yards of sand from the last offshore borrow site in the county, which was being held in reserve.

More recently, the Administration has worked very closely with Congresswomen Ros-Lehtinen and Wasserman Schultz, as we attempt to add an access point to the 95 Express Project from the Julia Tuttle Causeway. In July, this effort resulted in Congresswoman Ros-Lehtinen's request that the Florida Department of Transportation (FDOT) travel to Washington D.C. to explain the reasons for the exclusion of the Tuttle. Due to the efforts of the Administration and the City's representatives, FDOT Assistant Secretary Kevin Thibault agreed to have FDOT engineers work with the City to identify a solution to the City's issue. In addition, our advocacy resulted in an adjustment to the proposed project schedule in order to minimize impacts to our busy tourist season.

While the State Legislative Session was equally challenging, no legislation passed that would have a significant adverse impact on the City. The City, along with our lobbying team and elected officials, successfully defeated efforts to repeal the City's distance separation ordinance for sexual predators, as well as the most significant effort in recent years to amend the Bert J. Harris Act in a manner that would have negatively impacted the City. Additional efforts to further restrict local authority and further reduce the ability to generate revenue were not successful.

On the funding side, the past year was extremely successful at the state and federal level, especially given the budgetary issues that continue. At the federal level, the City

received earmarks for the After School Program (\$681,000), the West Avenue Bridge (\$620,000), the City Center Housing Project (\$525,000), the Atlantic Greenway (\$500,000), and the Stormwater Infrastructure Program (\$500,000), for a total of approximately \$2.8 million.

Additionally, during fiscal year 2007-2008, the City was also awarded over \$2.26 million in grants for projects citywide. This included several substantial capital grants, such as \$637,000 in federal funding for hurricane shutters and protective glass for City Hall, the Police Station and Fire Stations 1 and 3; \$347,000 for the Normandy Shores Stormwater irrigation project; and, an additional \$73,000 to complete the Collins Avenue signalization project. The City also reallocated \$2 million towards the North Beach Recreational Corridor. Additional grants that were received include funding for homeless services, emergency medical services and city events.

During the legislative session in Tallahassee, legislation was introduced regarding a surtax related to fire services. After review, the cities of Miami Beach, Miami, Coral Gables, Hialeah, and Key Biscayne recognized that the legislation appeared to be an attempt to force consolidation of all fire services within a county. The cities traveled to Tallahassee on a unified front and were successful in having the legislation withdrawn.

Subsequently, on July 18, 2008, the Miami-Dade Board of County Commissioners discussed a charter amendment that proposed to take over the fire departments of the five municipalities. During a six week period, the City worked with the other affected cities to prepare for the discussion of this issue with the County administration (which never occurred), as well as for the debate of the issue by the Board of County Commissioners, which was scheduled on September 2, 2008. That morning, following renewed efforts by the affected cities, the item was withdrawn from consideration and replaced with the discussion of a different item, which would preserve the rights of the five cities to continue to have their own fire service in the County's Home Rule Charter.

This year, in addition to discussions with Miami-Dade County regarding the regionalization or consolidation of fire services, I met a number of times with County Manager George Burgess, as well as Mayor Carlos Alvarez, to discuss other issues of import to the City of Miami Beach.

At the April 11, 2007 Commission Meeting, the Commission approved a resolution that supported the proposed expansion of the Convention Center (to include a ballroom, retrofit of space to accommodate new meeting rooms, and renovations to the northwest ballroom to create a "junior ballroom"), subject to the County funding all costs associated with the project, and the County managing the renovations/construction process. The initial expansion necessary to accommodate the ballroom at the size that was being requested by the industry would require a build-out of the Convention Center beyond the current building footprint. This, in turn, has a sizeable impact on the costs.

Subsequent to the April 2007 Commission meeting, there were several attempts to meet with the County to discuss the funding availability and the scope of the project. A meeting took place in April 2008 which resulted in a new plan of action moving



forward relating to the future of the Convention Center. Specifically, it was requested that the City and County, in conjunction with interested stakeholders, reconvene to develop a long-term vision and master plan for this regional convention facility. This master plan is intended to look "outside of the box" at possibilities to make the facility competitive in today's convention and meeting business climate. This would involve looking at existing and potential site amenities, physical renovations to the interior and exterior, expansion of exhibit space (to include necessary multi-purpose/ballroom space), technology upgrades, parking, etc.

In order to master plan the Convention Center area, an update to the 2001 CSL study is required. The Greater Miami Convention & Visitors Bureau (GMCVB) has already contracted with CSL to update their 2001 research. This work will include, among other things, identifying current industry trends, competitive/comparable facility analysis, existing and projected utilization at the convention center, and a market demand analysis. CSL would work jointly with a competitively-selected A/E firm, and with the stakeholders, in developing a proposed master plan that would incorporate research-driven improvements focused on making the convention center competitive and marketable. The GMCVB Agreement was amended at the June 25, 2008 City Commission meeting to fund the CSL update to the market demand analysis.

Additionally, RFQ No. 31-07/08 was issued on May 22, 2008 and awarded to Arquitectonica at the September 10, 2008 City Commission Meeting. The Administration will now begin negotiating with Arquitectonica in order to begin the master planning process.

Although I have been engaged in an on-going discussion with Miami-Dade County about the condition and cleanliness of our beaches since I became your City Manager, this year I continued to provide Miami-Dade County officials with information about the recurring issues. Our beaches are not just an amenity for our residents, but are a regional asset which is intricately tied to the destination's brand and international recognition. During the County's first budget hearing, as well as the subsequent County Budget and Finance Committee, County Commission Chairman Bruno Barreiro and Mayor Carlos Alvarez asked the County Manager to look into the deployment of resources for beach cleaning, and provide a recommendation by their second budget hearing. I am pleased to report that the County Commission approved an additional allocation of funding that will increase the number of beach-cleaning crews.

#### Quality of Life Initiatives

Our mission is to provide excellent public service and safety to our residents, businesses and visitors. With that goal in mind, this year we have either developed or amended several ordinances to ensure that we are better able to protect both the quality of life of our residents, as well as ensure that our local tourist economy can thrive.

Our City is a destination that attracts visitors with its glitz and glamour, including the beautiful homes that grace our skyline. More and more, single family homes were being used as venues for product launchings and promotional venues, particularly

during our special event period. In response to the on-going complaints regarding noise, illegal parking and general quality of life issues – commonly referred to as the “party house” phenomenon – on October 12, 2007, the City Commission passed an ordinance that prohibits commercial use and certain non-residential activities in single family homes, and created a fine schedule for violators. The ordinance was approved following much public comment and input, including from our residents.

As you may recall, in September 2005, the State's 3<sup>rd</sup> District Court of Appeals found City Ordinance 2002-3366, “Street Performers and Art Vendors,” unconstitutional. Since that time, the City received many complaints from residents and visitors enjoying the amenities of Lincoln Road, as well as from licensed merchants and restaurants on Lincoln Road, as to how the way street performers and art vendors occupying public property created a hazard to pedestrians. The safety concerns included activities that blocked the flow of pedestrian traffic, blocked ingress and egress from buildings, and at times, blocked the access to sidewalks, particularly during special event periods when the numbers of pedestrians on Lincoln Road greatly increases. Code Compliance created a special detail on Lincoln Road to monitor issues related to street performers and vendors, and from June 2006 through December 2006, a total of 17 violations were issued to vendors for solicitation or peddling.

After reviewing similar legislation in place in cities such as New York and San Francisco, an ordinance was proposed and passed by the City Commission on April 11, 2007, which regulates street vending through a permit/license process. This ordinance created twelve (12) locations on Lincoln Road, six for performers and 6 for artist vendors, assigned through a lottery system, which addresses the public safety and welfare of our residents, businesses and visitors while at the same time, protects the constitutional rights of artist vendors and street performers. .

While the issues on Lincoln Road were resolved through the Commission's actions in April 2007, the City began receiving similar complaints from the area of Ocean Drive, including the use of generators, spray painting and tables on the east and west side of Ocean Drive, which were impeding pedestrian traffic and creating safety hazards.

On December 12, 2007, the Commission further amended the ordinance to create six zones on Ocean Drive for artist vending and street performances (three each), and to be assigned through the same lottery system as used for Lincoln Road.

Moreover, artist vendors and street performers have now moved their wares to Collins Avenue and other areas around the City. In May 2008, Mayor Bower and I traveled to San Francisco to attend the International City and County Manager's Association International Hispanic Network Conference. During this trip, the Mayor and I spoke to street vendors throughout downtown San Francisco, and got first-hand impressions as to how they felt the city's street vendor lottery system worked—what they like and dislike, what they would change and what they felt could be improved.

On July 21, 2008, the Mayor hosted a workshop, with staff support from Assistant City Manager Hilda Fernandez, in order to give artist vendors and street performers the opportunity to provide their input and feedback, as well as for staff to communicate

some of the concerns and complaints we had been receiving from residents, businesses and visitors. The workshop can definitely be categorized as a success, as it has helped open the lines of communication between the City and the artists who help give Miami Beach its unique taste and flare. Staff is currently working on identifying and establishing additional locations citywide, which will be assigned through the current lottery system.

The City approved a new Noise Ordinance on March 8, 2006 following several years of discussion and input from stakeholders representing residents, hotels and nightclubs/restaurants. After providing a report on the first 18-months of implementation of the Noise Ordinance, the Commission decided to revisit the ordinance, as residents provided testimony and feedback on quality of life issues that remained with regards to noise.

My Administration had the opportunity to coordinate meetings with representatives of hotel, nightclub and resident interests, as well as our City Attorney's office, for the purpose of reaching consensus on proposed amendments to the Noise ordinance. The meetings were productive, with stakeholders considering options before reaching agreement on proposed language.

On July 16, 2008, an amendment to the noise ordinance was considered and approved by the City Commission to respond to continued concerns about noise in the City. The adopted amendment included a reduction in the number of written warnings from three to one for commercial violators; clarification of who is responsible for ensuring updated contact information for occupational license holders and owners; and the provision of an exemption of the noise ordinance for the private operation or use of municipal facilities, only as authorized, under certain circumstances and as may be subject to conditions. In addition, Administrative Guidelines for the implementation of the noise ordinance were passed via resolution.

Another quality of life issue that was identified by staff, as well as relayed to my Administration by residents and businesses, was the proliferation of pedicabs throughout the City. As a result of the safety issue for pedestrians and motorized vehicles caused by the pedicabs, we attempted to administratively manage the growing number of pedicabs citywide. After years of discussion at the Commission level, a new pedicab ordinance, to regulate this for-hire transportation service for purposes of ensuring traffic mobility and safety was adopted by the City Commission on July 16, 2008. The ordinance established a mechanism to issue Business Tax Receipts to pedicab operators in an equitable way, via a lottery, and established requirements to ensure the safety of pedestrians, drivers and passengers. As instructed, we are issuing a Request for Proposals for the Commission's consideration.

For almost two years a committee of citizens, sidewalk café operators, building owners and City Administration have met eleven times to revise the current ordinance regulating the operations and activities of sidewalk cafes. The revisions were so extensive that it was decided that a new ordinance incorporating all of the revised language would be more efficient and understandable. In December 2007, the City Commission passed the Sidewalk Café Ordinance which clarified the definition of site plan violations to include those instances where the permittee is operating outside of

the permitted sidewalk café area, and includes table or tables, umbrellas, heaters, fans, bussing stations, and other sidewalk café furniture placed outside of the approved site plan. The new ordinance also allowed tables and chairs to remain set up for business on sidewalk cafes on Lincoln Road Mall rather than being stored inside the business, and allowed food displays on the public right-of-way under the following conditions: (1) food must be real, (2) food must be displayed in a covered display case, and (3) food display may only be located on the portion of the right-of-way which is immediately next to the entrance of the restaurant.

### Economic Development Initiatives

Last year I approached by The Scott Robins Companies ("SRC") with a proposal for a purchase and sale agreement for land to locate a parking garage in the area of Maurice Gibb Park and Sunset Harbor. The concept for this proposed project was referred by the City Commission on January 16, 2008 to the Finance and Citywide Projects Committee for further discussion. At the June 18, 2008 meeting of the Finance and Citywide Projects Committee, the Committee discussed the proposed project to provide retail and parking in the Sunset Harbor Neighborhood.

The Committee discussed the project and recommended that we pursue the project under the following conditions: 1) SRC negotiate a design-build contract; 2) SRC obtain approvals of the project from the Planning Board and the Design Review Board; 3) the total cost of the project; 4) City would construct a 458 space parking garage. SRC would retain the majority of the ground fee title and develop approximately 31,000 square feet of ground floor retail.

A related benefit of the project is that the garage will allow for the relocation of the Property Management Facility from Flamingo Park to a city facility on Bay Road. In addition, the proposed location of the garage is on the same lot as the existing Tremont Towing facility. The project will allow for the relocation of Tremont out of the commercial district where it is currently located.

This project will require a bond issuance, or similar financing instrument, in order to proceed. Consequently, if the City Commission desires to continue with this project, I will be bringing to you for consideration a final Purchase and Sale Agreement to acquire the property, as well as a series of resolutions to approve the Design/Build Project and to enter into the necessary financing agreements to both purchase the property and to fund the design/build agreement.

As you may recall, on March 14, 2007, the City Commission approved an amendment to the Fifth and Alton Development Agreement, a joint venture between the City of Miami Beach and the Berkowitz Development Group and the Potamkin Companies, which will bring to our City a vertical retail center with 179,000 square feet of retail area and 1,080 parking spaces. The groundbreaking for this project took place on June 7, 2007. This project continues to move forward, and I am happy to report that the Fifth and Alton Project held its topping off ceremony in July 2008. The project includes 1,100 parking spaces, 500 which will be owned by the City and all will be operated by the Parking Department upon completion. Several leases have been executed in the project, including Best Buy, Staples, and most importantly, Publix

Supermarkets. Additional leases should be finalized before the end of October 2008. The construction of the project is on schedule, and is projected to open in the summer of 2009.

On March 14, 2007, the City Commission approved a Development Agreement between the City of Miami Beach and UIA Management, LLC, to re-design Lincoln Road between Lenox, Avenue and Alton Road, as part of UIA's 1111 Lincoln Road Project, a revolutionary mixed-use development, including a parking garage, designed by world-renowned architects Raymond Jungles and Herzog & de Meuron. This project reflects another City negotiation that will bring significant enhancements to a public amenity, Lincoln Road, which is being funded by the City RDA dollars. The improvements include an extension of the Lincoln Road pedestrian mall by closing the street off to vehicular traffic, a new public pedestrian plaza, extensive landscaping, water features, lighting, irrigation and drainage. The multi-million dollar streetscape project broke ground this summer.

The City entered into a Development Agreement and a Lease Agreement with the New World Symphony ("NWS") in January 2004 for the development and construction of a new symphony and office building on a City surface parking lot located along the south side of 17<sup>th</sup> Street between Pennsylvania and Drexel Avenues. This was followed by an Addendum to the Development Agreement on February 20, 2007 that approved 1) a \$15 million grant-in-aid for the symphony building, 2) the design and construction of a 600 space parking garage directly west of the NWS symphony building, and 3) an associated City park in the City surface parking lot east of Drexel and west of Washington Avenue and also along 17<sup>th</sup> Street. Construction for the NWS symphony building began in January 2008. The design for the Parking Garage began in July 2008. Construction for both of these components, the symphony building and the garage, is expected to be complete in early 2010. The NWS is presently negotiating a design contract with the architect for the City park portion and this process is expected to commence in the near future. The entire campus, consisting of the symphony building, the garage, and the park are all being designed by world-renowned architect Frank O. Gehry. The City's cash investment, not including land, is currently \$51.5 million.

I continue to pursue beneficial joint ventures, where the City partners with private developers in order to provide additional parking and/or right-of-way improvements and enhancements for our residents, businesses and visitors that we could not otherwise afford to provide on our own.

This year, we have also worked toward bringing to fruition the conversion of above ground utilities to underground on behalf of our residents. The City has struggled for years to advance the conversion of overhead electric systems to underground systems in the three neighborhoods that have expressed interest. In order to apprise the City Commission of the status of this project and foster greater communication, a Commission Workshop was held on this topic on April 30, 2009. After overcoming significant regulatory and procedural issues, the first project is moving to construction in early 2009. In the next few months the City Commission will be asked to approve

the project financing for the Palm and Hibiscus Island project. The Sunset and Venetian Islands projects are expected to follow in late 2009 and 2010.

### Capital Construction and Growth Management

Our City's capital improvements program (CIP) continues to be a priority for my Administration, the City Commission and our residents. Overseeing approximately \$780 million in projects, our CIP Program includes projects for parks and public facilities, right of way (ROW) improvements, water and sewer infrastructure upgrades as well as parking facilities.

Over 20 construction projects were completed in the past year, with a construction value of over \$47.2 million, including the Normandy Shores Golf Course, the almost complete and already heavily used North Beach Beachwalk, Fire Station #2, which houses our City's Category 5 Hurricane resistant Emergency Operation Center, the Belle Isle Right-of-Way (ROW) & Park Improvements, as well as the Flamingo Lummus Right-of-Way (ROW) Improvements (East/West Streets Collins to Ocean Drive).

Continuing to work on growth management initiatives as well as the preservation of our historic building stock, this year, the City enacted growth management ordinances limiting the height of certain oceanfront development in historic districts, regulating the adaptive reuse and redevelopment of former hospital sites, and restricting the size of restaurants south of Fifth Street. In addition, we held a Growth Management Workshop in July 2008, which defines options to further regulate growth and development within the City. The Planning Department has also been working on the preparation of implementing ordinances for the North Beach Town Center Plan, and a public workshop was recently held in North Beach to discuss and gain input on this initiative.

### Environmental Initiatives

In an effort to bring attention to the need to preserve our natural assets, the City's Ad Hoc Green Committee was established with the objective of providing a mechanism to discuss green (environmental) issues of concern to the community and appropriate levels of response by City government. In light of the interest in this issue, the Committee has been staffed by senior staff from my office.

As a result, the following initiatives have been implemented, to date:

- Adoption of a new Key Intended Outcome for the City's strategic plan to support sustainable community initiatives;
- Hired an Energy Performance Contractor to perform Comprehensive Energy and Resource Use Audit and to develop solutions to save energy and resources;

- Expanded the City's recycling effort through the development of a Public Area Recycling Program and the expansion of a Single Family and Multi-family Recycling Program through a new Single Stream Collection Program;
- Endorsed the adoption of the U.S. Mayor's Conference Climate Control initiative; and,
- Staff developed a shared bicycle and shared car program.

### Arts and Culture

This City has always been supportive of the arts community, as it is intrinsic to what makes Miami Beach such a desirable and attractive destination. As you may recall, during the budget process for FY 2007/08, there was significant concerns regarding funding for the Cultural Arts Council (CAC), with direction given that any reduction in the General fund budget for the CAC should be offset with Quality of life funding. While I am pleased to say that this was the case, as we went forward, we were also able to identify an additional \$80,000 in funding for CAC grants. Initially, we did not anticipate that interest earning from the Convention Development Tax capital fund would be available since we expected to award projects and expend funds that would use those available dollars this year. However, after looking at interest rates and reviewing the sequencing and timing of those capital projects, we anticipated that some \$50,000 in residual interest will still be available, and therefore, the CAC budget was adjusted accordingly. Further in combination with some reductions in expenses, this provided the ability to add \$80,000 into the grants line item, increasing the number of grant applicants that the CAC is able to fund.

On October 17, 2007, the Mayor and City Commission approved the issuance of Request for Proposals (RFP) for use of the Carl Fisher Clubhouse to provide cultural programming for the residents of the City of Miami Beach. On June 25, 2008, the Mayor and City Commission accepted my recommendation and authorized the Administration to enter into negotiations with the top ranked proposer, Park Arts Company, Inc. (d/b/a SoBe Music Institute). The Administration has negotiated lease agreement, for an initial term of one (1) year commencing on September 1, 2008, and ending on August 31, 2010, with one (1) additional one (1) year renewal term, at the City's sole discretion. The facility is currently undergoing construction in order to bring it into compliance with city code. The SoBe Music Institute has budgeted \$500 as monthly payment to the City for use of the facility.

In addition, on October 17, 2007, the Mayor and City Commission also approved the issuance of Request for Proposals (RFP) for the purpose of Establishing a Cultural Arts Themed and/or Other Passive Recreational Activities Program in Altos Del Mar Park. The purpose of the Request for Proposals (RFP) was to select a proposer for the development and management of a cultural arts themed and/or other passive recreational activities program in Altos Del Mar Park, located on Collins Avenue, between 76th and 77th Streets. Proposals could include, but were not limited to, the development of performing and/or visual arts programs. (i.e., temporary and/or permanent art exhibits, works of arts, gardens, fountains, with our without related

educational and/or entertainment programs).

Altos Del Mar Sculpture Park, Inc., a Florida 501 (c) (3) Public Charity, states as its mission that it is devoted to developing a public recreational park at Altos Del Mar in order to serve the residents who live in that particular community and the public at large. Altos Del Mar Sculpture Park, Inc. proposed to "utilize subtle interventions and ecologically harmonious materials, trees and plants, thereby conserving the land while using it as a park with sculpture installations." In addition, Altos Del Mar Sculpture Park, Inc proposed to provide educational and recreational programs to expose the community and other visitors to the art of sculpture, and to advance economic growth in the community.

The proposal for the Altos del Mar Park project was designed for the park site to reach its full potential as an active, vital public space in connection with the other public parks and the recreational walk-away while contemplating the visual experience that is an important element of City of Miami Beach's identity. The proposal contemplates that the project will result in creating a pedestrian link to the public spaces to the north and south, and providing current and future residents with a cultural programs destination in conjunction with the other parks. The sculpture park is proposed to be open from 10 a.m. to sunset 365 days/year. For weddings and other private events, a rental fee of the premises will be charged and the fee schedule will be developed for such private uses.

We anticipate that the Altos Del Mar Sculpture Park, Inc will provide the following services and programs:

- Changing exhibitions of the 10 large and heavy sculptures every three years
- Changing exhibitions of small to midsize sculptures at least every 18 months
- Guided park tours from Monday through Saturday from 10:30 a.m. to 12:00 p.m. and from 3:00 p.m. to 4:30 p.m.
- Art classes on Monday, Wednesday and Saturday from 5:00 p.m. to 6:00 p.m.
- Chamber music events every three months.
- Book Author Readings every three months.
- Kite Flying every three months.
- Outdoor Cinema three to four times per year. In collaboration with a Museum of the Moving Image and Partnerships for Parks, an annual outdoor festival of international film, music, dance, and food will be conducted in the evenings.
- Tai Chi classes on Saturdays at 9:00 a.m.
- Yoga classes on Sundays at 9:00 a.m.
- The park will be available for rental for wedding ceremonies on Easter, Christmas Day, Saturdays and Sundays from 3:00 p.m. to 5:00 p.m.

All programs proposed by Altos Del Mar Sculpture Park, Inc. will be free of charge the community. As such, the proposal does not contemplate any revenue sharing with the City. Furthermore, the proposer has not requested any funding from the City for this project.



In conclusion, Altos Del Mar Sculpture Park, Inc. was the sole respondent to the RFP. The proposal provides educational and recreational programs for the community in the context of an art sculpture park. The proposal states that Altos Del Mar Sculpture Park, Inc. will finance the entire development and operation of the park with private funds from donations and grants and will not request funds from the City of Miami Beach.

### Management Team

My personal management philosophy is based on the idea that a manager and an organization are only as good as its people. For this reason, I want to take the opportunity to thank each and every City of Miami Beach employee for their commitment to serving the public and for being a part of the team.

The City of Miami Beach is fortunate to have professional, experienced staff, particularly at the Management and Executive levels, who bring numerous years of experience in both the public and private sectors. This year, I have made some key appointments throughout the organization that I believe will help me address priorities outlined by the City Commission and the various stakeholders of our community.

After serving as Acting Police Chief for approximately six months, the Commission's ratification of my selection, Carlos Noriega, on September 5, 2007 provides our City with a Police Chief who is a 23-year veteran of the Miami Beach Police Department with demonstrated commitment and leadership in our organization. Chief Carlos Noriega has proven to be a hands-on leader and "out of the box" thinker who believes in leading by example, attending community meetings and homeowner association meetings on a regular basis to address resident concerns.

Another important public safety appointment I made in February of this year was naming Eric Yuhr as Acting Chief for the Miami Beach Fire Department. Chief Yuhr has been with the City of Miami Beach Fire Department for over 20 years, beginning as a Firefighter in 1987. He was promoted several times throughout his career, working through the ranks as a Firefighter I, Firefighter II, Fire Lieutenant, Fire Captain, Division Chief for Support Services and Division Chief for Emergency Management. In 2001, Chief Yuhr was promoted to Assistant Fire Chief where he oversaw Fire Operations through 2005. From 2005 to his time as appointment as Acting Chief, Chief Yuhr oversaw Fire Administration. Eric has shown outstanding leadership qualities, as he has been at the forefront of the discussions with Miami-Dade County on the fire consolidation issue, along with the Fire Chiefs of Hialeah, Miami, Coral Gables and Key Biscayne.

Chief Yuhr was part of the team that helped the City of Miami Beach secure an Insurance Services Office (ISO) Public Protection Classification (PPC) Class 1 Rating. Apart from this important distinction, Miami Beach becomes one of only nine communities in the United States that has both an accredited Fire Department and also a Class 1 rating from ISO.

As quality of life issues have become a greater priority for the City Commission, this year I decided to make Code Compliance a stand-alone division, reporting directly to my office. As such, I appointed Greg Tindle, former town manager in the Town of Bay Harbor Islands and former Deputy City Manager for the Village of Islamorada, as the Code Compliance Division Director. Greg brings with him, seventeen (17) years of public service experience, as well as private sector experience that will surely serve our City well as we work toward making improvements to internal processes to ensure timely responses to code complaints, ensure follow-up and accountability, as well as improve customer service.

As the State Attorney's probe into our Building Development process – one initiated by my office – continued this year, we also continued to move forward and work on making improvements to our system. As you know, in support of this process improvement effort, in January 2007, the Building Development Taskforce was created with a mission to improve the City's service delivery in the areas of construction and development services through a partnership and dialogue between City departments involved throughout the process and industry representatives. As part of this process, representatives from the Building Department, Public Works Engineering, Fire Prevention, Planning/Zoning, and the Performance Improvement Division of the Office of Budget and Performance Improvement form part of an interdepartmental group that has been charged with conducting a system-wide process review to identify short-term, medium-term and long-term recommendations.

To date, a number of improvements have been implemented, which include streamlining of forms, concurrent reviews, a single point of contact program, and increased access to Building Department staff by providing cell phone numbers for inspectors and supervisors on the City's website. Unfortunately, the hard work of our employees and the extensive efforts to address issues within our Building Development Process were marred by the arrests of two then current and one former City employees. As a result there continues to be an open and active investigation into our Building Development Process by the State Attorney's Office (fully supported by my office), and I have ensured that the State Attorney has the resources necessary to pursue and continue her investigation. I have met privately with State Attorney Katherine Fernandez Rundle, and pursuant to her request and with the authorization of the City Commission on April 16, 2008, I have moved forward with hiring an outside consulting firm to perform an audit of our City's Building Department and Concurrency Management System. On August 13, 2008, the City and the consulting firm of TCBA Watson Rice LLP (Watson Rice) executed a Professional Services Agreement for an initial term of 120 days. The agreement provides for Watson and Rice to perform an organizational review and operational analysis of the City's Building Department and an audit of the City's concurrency Management System.

I have also appointed Alex Rey as the new Building Director. Alex is the former Town Manager of the Town of Miami Lakes, and brings with him almost twenty (20) years of experience in public service. This new appointment also reflects a change to the structure of the department, as it separates the Building Director function from the Building Official function. I strongly believe that this functional change will allow the Building Director to dedicate his focus on issues of process, customer service and

accountability, while the Building Official will have the responsibilities associated with the interpretation and enforcement of the Florida Building Code.

The Parks & Recreation Department was recently visited by the Accreditation Team from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The team's visit, as part of the 5 year re-accreditation process, was to reevaluate and assure that the Department continues to be in compliance with over 150 standards deemed essential to the quality of services, the professionalism of its operations and for the delivery of best practices. I am pleased to announce that the Department was not only recommended by the visitation team for Re-Accreditation, but the Department scored 100% in meeting every single standard, a rarity for the entire industry. The re-accreditation process will be finalized in October at the (NRPA) National Recreation and Parks Association's conference in Baltimore.

In addition, The City of Miami Beach Parks & Recreation Department was awarded the 2008 Agency Excellence Award by the Florida Recreation and Parks Association (FRPA) at its Annual Conference in Orlando, Florida. The Florida Recreation & Park Association is a non-profit organization dedicated to the promotion, preservation, and advocacy of the Parks, Recreation, and Leisure Services profession. The Agency Excellence Award is given to parks and recreation agencies that exemplify ideal departmental initiatives, including administration, master planning, diverse programming, community partnerships and promotion of the department.

#### Customer Service and Communication

My focus remains on our mission—to provide excellence public service. Excellence Miami Beach initiatives continue to focus on improving the way our employees interact with our customers, as well as promoting a "One Team One City" philosophy. Again this year, we had each employee fill out their Essential Piece card, which gives each employee the opportunity to discuss with their supervisor how they contribute to our mission and strategic priorities.

This year we continue to yield positive results through the Miami Beach Service Shopper Program. Since this program began, we have continued to see significant, quantifiable improvements in the way we deliver services to our customers. Improvement in our Citywide service shopper scores, on a scale of 1 (not meeting standards) to 5 (exceeding standards) is demonstrated when comparing the average score of 3.45 for the first three quarters of 2006 as compared to an average score of 3.73 for the same period in 2007 compared to an average score of 4.17 for the same period in 2008. In addition, departments scoring below a 3.0 decreased from having nine incidents where departments fell below 3.0 in the first three quarters of 2006 to having only one incident in the same period in 2007 and 2008.

In addition, 100% of departments have Service Shopper scores above a 3.0 as of FY2007/08 Q2, and 100% of departments were shopped during FY2006/07 with survey results also showing an increase in satisfaction with employee contact. Since the inception of the program, service shopper scores have improved in all departments. The overall Service Shopper score has improved by 29.0% improvement from the inception of the program.

In order for our employees to effectively do their jobs, they need to have the skills and knowledge to do so. Another of my top priorities is organizational development of the staff, and we continue to focus on the professional development of our workforce. Citywide training, including Diversity, Ethics, Sexual Harassment and Teambuilding, as well as computer software training, continues to be available to all levels of the organization. In addition, we continue to train contract employees in our customer service standards, including valet operators and tow company employees, to ensure that their interaction with our customers is consistent with that of our employees.

On October 17, 2007, the City Commission authorized the issuance of a Request for Proposals (RFP) for a job classification and compensation study, aimed at examining the City's current classification schedule and appropriately update 388 job classifications (classified and unclassified) to ensure internal equity and external competitiveness. On March 12, 2008, the Commission accepted my recommendation to execute an agreement with Condrey and Associates to conduct this important study. The results of this study should be available to you at the end of 2008.

I continue to focus on ways to improve communication with our entire workforce. This year we have continued to distribute Miami Beach (MB) Line, our quarterly employee newsletter, which is shared with all employees to keep them informed on what is happening in our City, as well as to celebrate milestones in the lives and careers of our employees. In addition, I have reinstituted "brown bag lunches" with city departments, to allow for more informal interaction and opportunity for feedback from employees directly with me. To date this year I have had the opportunity to meet with the Code Compliance Division, Human Resources and Risk Management Department, Tourism and Cultural Development, Communications, and the City Clerk's Office and Central Services.

Another top priority for my Administration is continuing to focus on improving the way we communicate with our external stakeholders. We have received positive feedback from our residents on all our communication efforts, as supported through the results of the 2007 Community Satisfaction Survey. Survey results show that a total of 41% of respondents said they most often get their information about the City from one of our three mediums of communication — MB magazine, MBTV 77 and CityPage.

Last year, in our efforts to continue mailing the award-winning MB magazine directly to all City residents, we were able to reduce the distribution and production costs of the publication while increasing the number of pages, while securing additional advertisers to offset our production costs. I am proud to announce that MB is again a finalist for a national 3CMA (City-County Communications and Marketing Association) Savvy Award in the magazine category.

We continue to produce several in-house television programs on Miami Beach (MBTV) Channel 77 that have also been recognized nationally. MBTV77 received four national awards for Excellence in Government Television Programming. The National Association of Telecommunications Officers and Advisors (NATOA) announced the awards during its national conference in Portland, Oregon on October 5, 2007. NATOA is a national association that represents the communications needs and interests of local governments. They reported receiving more than 1,200 entries from

180 agencies in 31 states this year—the greatest number of entries in the 22-year history of the competition. Specifically MBTV 77 was awarded the following:

- Third place in the overall “Excellence in Government” programming category;
- “CityVision,” MBTV’s monthly news magazine program, received a second place award in the Magazine Format Series category;
- “Preserving Our City’s History,” a CityVision story on the City Clerk Office’s initiative to gather, organize and preserve the written and photographic history of Miami Beach won third place in the Community Awareness category;
- “Cheat the Reaper: Don’t Drink and Drive,” a Miami Beach Fire Department anti-drinking and driving program, won an honorable mention in the Public Safety category.

In addition to the monthly Cityvision, other new programming produced in the past year includes a new cultural arts show, MBCulture, hosted by Emmy-award winning reporter Ileana Bravo, who also chairs our Cultural Arts Council; Women Worth Knowing, which spotlights the women selected by our Commission on Women for their contributions to our community; our CIP show, Planned Progress; and Survey Says, focusing on the results of our last survey.

New this past year, we reactivated our AM radio station signal, 1670 AM, to provide traffic, parking and other transportation updates, while also providing useful information to our residents. The messages are updated weekly and have been used to provide targeted information during major events weekends and emergency activations. This is a highway information radio signal heard in car radios.

Since our survey showed that many of our residents receive their information from the local newspaper, we continued to produce CityPage. This full C is produced in-house and published in The Miami Herald Neighbors’ Beach edition each Sunday. Citypage continues to provide information on citywide initiatives, activities and upcoming City events, often providing information on issues and events that are not covered by the mainstream media.

Our Parks and Recreation Department continues producing their Recreation Review, which was recognized this year by the Florida Recreation and Parks Association with the 2007 Media Excellence Award. Recreation Review is also a finalist for a 3CMA Savvy Award in the Recreation Catalog category this year. The winner will be announced at the award ceremony in October 2008.

We continue to build our online communications efforts through our ListServ distribution lists, including the bi-weekly “E-Briefs,” and many other E-mail notifications to subscribed customers (over 2,500 E-Briefs subscribers and close to 9,000 active contacts combined). Additional E-mail groups include information such as capital improvement projects, neighborhood information, cultural events information, and public meeting notices, to name a few.

In addition, another 12% of respondents to our 2007 survey said they most often got their information from our website. This year, the Information Technology

Department, with participation from other key City staff members, has embarked on a re-design effort of our website in order to make it more user friendly, easier to navigate and locate information, as well as provide an expanded menu of online services. Although only portions of the re-designed site have gone live, and we continue to make adjustments as we receive comments and input, we are hoping to merge the entire site to the new template by the end of the year. The average number of website hits to the City's website has increased from 70,120 in FY 2004/05 to 101,172 in FY 2006/07 and 170,919 through Quarter 2 of FY 2007/

### Summary of Accomplishments

The following summarizes some of the key accomplishments from this past year. For ease of review, these accomplishments are organized by the Key Intended Outcome Vision Linkage as identified in the City's Strategic Plan:

#### Cleaner and Safer

- One Emergency Operations Center (EOC) activations for Tropical Storm Fay in August 2008
- 28% decrease in crime between 2000 and 2007 and violent Crime is similarly down 10% since 2000
- Calls for service and arrests have increased by 23% and 68% respectively, in part due to increases in average daily population between 2000 and 2007
- The percentage of assessments citywide rating clean or very clean have improved by 26% from FY 2005/06 to FY 2006/07
- The percentage of waterway assessments rating clean or very clean has increased by 26% from FY 2005/06 to FY 2006/07
- City of Miami Beach received the Insurance Services Office (ISO) Public Protection Classification (PPC) Class 1 Rating— one of nine communities in the United States with an accredited Fire Department that has received a Class 1 rating from ISO

#### Beautiful and Vibrant, Mature, Stable Residential Community, Urban and Historic Environment

- Recreation participation rates show increased participation with 5,636 participants during FY 2005/06 and 6,223 during FY 2006/07
- Pool attendance continues to grow with 119,800 attendees during FY2005/06 and 161,176 during FY2006/07
- Provided 8 movies during FY 2006/07 and 4 movies through March 2008 as part of our free movies in the parks series

- Average teen participation in recreational activities with 80 in FY 2004/05 to 174 as of March 2008
- Phase Two of the Reforestation Plan is underway with the right of ways along Alton Road planted, additional trees installed at Palm and Hibiscus Islands, the new Normandy Golf Club, Belle Isle, Fischer, Tatum, Parkview, Stillwater, Crespi and Muss Parks. In the first year of the Reforestation program approximately over 1,100 trees and palms were planted
- The number of homeless in the City declined from 314 in November 2000 to 98 in January 2008
- Held a Growth Management Workshop in July 2008
- The Senior Scenes Club has increased from 52 in FY 2004/05 to 183 as of March 2008
- Provided 1,458 full and partial scholarships for intramural athletics, gymnastics, and summer specialty camps in FY 2006/07 and 43 full and partial scholarships for gymnastics through March 2008
- Adopted a new Sidewalk Café Ordinance on October 17, 2007

#### **Cultural, Entertainment and Tourism Capital**

- The City hosted its first Sleepless Night event in November 2007 with approximately 100,000 participants
- Arts-in-the-Parks series has seen attendance grow with 2,035 attendees during its first year in FY 2006/07 and 1,170 attendees through June 2008
- Provided support of the arts, providing \$630,000 in grants in FY 2007/08
- Continued to provide staff support and guidance to the Nightlife Industry Taskforce (NITE).
- Implemented the City's Major Event Plan (MEP) for 12 major events including Art Basel, New Year's Eve and Memorial Day Weekend.
- Expanded cultural offerings free-of-charge to participants in our after school programs and summer camps, including Arts for Learning, Arts in the Park, and field trips to plays and ballet, etc.

#### **International Center for Innovation in Culture, Recreation and Business**

- Fifteen positions were added in the Building department in these areas over the past 2 years, a 20 percent increase in staffing

- On-line filing of resort taxes—a more efficient process, allowing the City to reduce staffing in this area

### **Well Improved Infrastructure**

- Adopted the City's first Bikeways Master Plan in October 2007
- Over 20 construction projects were completed in the past year, with a construction value of over \$47.2 million, including:
  - Flamingo Lummus Right-of-Way (ROW) Improvements Bid Pack 10A (East/West Streets Collins to Ocean Drive)
  - Normandy Shores Golf Course Cart Barn
  - Normandy Shores Golf Course Restrooms
  - Normandy Shores Golf Course Maintenance Building
  - Beachfront Restrooms - 21st Street
  - Venetian Islands - Belle Isle Right-of-Way (ROW) & Park Improvements
  - Convention Center Improvements - C & D Phases
  - Fairway Park Phase II
  - Normandy Shores Golf Course - Golf Course
  - Oceanfront Right of Way Improvements Phase I
  - Normandy Shores Clubhouse Demolition
  - 7th Street Garage Upgrades
  - Altos del Mar Interim Improvements
  - Flamingo Park Holtz Station Demolition
  - 51st Street Pump Station Landscaping
  - Indian Creek/ 64th Street Pump Station Landscaping
  - Pump Station 28 Odor Control System
  - Scott Rakow Pool Filtration System
  - Surface Parking Lot 8e 4141 Alton Road
  - P-Lot Electrical Improvements and Re-surfacing
  - 16th Street Anchor Garage Barrier Cable Replacement
  - 13th Street Parking Garage Structural Restoration
- Projects in construction, totaling approximately \$126 million, include the following:
  - Normandy Shores Right-of-Way (ROW) Improvements
  - Nautilus ROW Improvements
  - South Pointe Park
  - Normandy Isle/Normandy Sud Right of Way (ROW) Improvements
  - Carl Fisher Clubhouse Interim Improvements
  - Jackie Gleason/Live Nation Phase II Improvements
  - 10th Street Auditorium/Beach Patrol Headquarters
  - Fire Station No. 2
  - Collins Park Cultural Center Improvements
  - Colony Theater - Restroom & Parking Lot Renovations
  - 17th Street Garage Elevator Upgrades
  - CIP Office Relocation
  - MMPF Parking Garage and Office Building Structure



- 28th Street Triangle Landscaping
  - Surface Parking Lot 24A 925 Normandy Drive
  - Surface Parking Lot 8C - 4000 Chase Avenue Phase I
- Projects currently in design, totaling approximately \$161 million, include the following:
  - Bayshore - Central Right-of-Way (ROW) Improvements
  - Bayshore - Lake Pancoast Right-of-Way (ROW) Improvements
  - Bayshore - Lower Bay Road Right-of-Way (ROW) Improvements
  - Sunset Islands 1 & 2 Right-of-Way (ROW) Improvements
  - Sunset Islands 3 & 4 Right-of-Way (ROW) Improvements
  - Beachfront Restrooms - 35th Street
  - Biscayne Point Right-of-Way (ROW) Improvements
  - City Center Right-of-Way (ROW) Improvements
  - La Gorce Right-of-Way (ROW) Improvements
  - Miami Beach Golf Course – Cart Barn
  - Muss Park Pavilion
  - North Shore Right-of-Way (ROW) Improvements
  - South Pointe Streetscape Phase II Right-of-Way (ROW) Improvements
  - South Pointe Streetscape Phase III, IV, & V Right-of-Way (ROW) Improvements
  - Surface Parking Lot 8-B - 42nd Street and Royal Palm
  - Surface Parking Lots - Collins at 80th St.
  - Band Shell Improvements
  - City Center BP 9C (Lincoln Road)
  - Flagler Memorial Monument Structural Corrections
  - Flamingo Park
  - Little Stage Theater Master Plan
  - Scott Rakow Phase II
  - South Pointe Pier
  - South Pointe Booster Pump Station 18.2
  - Star Island Right-of-Way (ROW) Improvements
  - Venetian Islands BP 13C Right-of-Way (ROW) Improvements
  - Surface Parking Lot 6475 Collins Ave.
- Replaced over 400 linear feet of sidewalk, paved 8,000 linear feet of streets and alleyways, and rebuilt 25 sidewalks and 20 ramps to be ADA compliant
- Completed FY 2007/08 capital renewal and replacement projects totaling approximately \$1.9 million and completed \$7.3 million of restoration work out of a \$7.4 million Historic City Hall Renovation project
- Continued our recently implemented regular maintenance program for outfalls and catch basins cleaning over 200,000 linear feet of stormwater lines
- Held a Commission Workshop to discuss the conversion of above ground utilities to underground on April 30, 2008

## **Conclusion**

I feel proud and privileged to serve as City Manager for the City of Miami Beach. The City of Miami Beach is a fast paced, dynamic and sophisticated organization, which challenges me and motivates me each and every day to serve this community with the same commitment and fervor I felt on my first day on the job. After eight years as City Manager, I still am challenged to find enough time to celebrate our team's successes and accomplishments. It is every year during this time, that I have the opportunity to reflect upon what we have achieved, and it is incredibly rewarding, both personally and professionally, to see the progress we have made. I am proud to be the City's third longest-serving City Manager as well as an active resident of this community.

In conclusion, I would like to thank you and the City Commissioners for your continued guidance and support, as we work together on behalf of our residents, business, visitors and other community stakeholders.

I look forward to speaking to you and your colleagues in greater detail about our work during the past year, the accomplishments and results we have achieved, and how we can continue to work together to make Miami Beach an even better place to live, work, visit and play.

If you have any questions or need any additional information, please feel free to contact me.

Copy: Members of the City Commission

Attachment